US Army Corps
of Engineers
St. Paul District

RE Community of Practice

NATIONAL

METL

BLUEPRINT

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St. Paul District

National METL Blueprint

DAWIA

RETEDS

Succession Planning

FAA

Supervisor Career Mentoring

METL

Crediting Plans for Recruitment

Employee Career Planning

IDP's

TASKS & SKILLS

Job Applications

Demographics and Forecasting

Registry of Skills

TAPES

COP

Position Descriptions

Master Training Plan

SME

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St. Paul District

National METL Blueprint

CORPORATE COMPETENCIES (SOFT SKILLS)

RM TECHNICAL TASKS

RE PROGRAM ANALYST TASKS

RE TECHNICAL TASKS

RE ATTORNEY TASKS

OC TECHNICAL TASKS

ED TECHNICAL TASKS

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Objective

- **Discuss use of METL as a:**
  - **means of defining/prioritizing training needs**
  - **Registry of Skills and SME identifier**
  - **tool for Succession Planning/Workforce Forecast**
  - **job application tool/employee career management tool**
  - **supervisor career and performance counseling tool**
  - **Tool for CoP & RIT and workload leveling tool for RBC**
  - **position description tool and recruitment planning tool**
  - **FAA tool to define areas for commercial outsourcing**
  - **linkage/integration with other initiatives/requirements to provide a complete and comprehensive HR tool for benefit of employees, managers and senior leaders.**

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What is METL?

- METL – Mission Essential Task List
- Process which identifies all tasks needed to accomplish the mission
- Organization assesses it's ability to perform all identified tasks
- Targets training resources to areas most in need of improvement ($, time)

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Why METL

- Prioritizes training resources to greatest training need rather than arbitrary percentage (salami slice)
- Identifies individual tasks which must be trained to improve organizational level tasks
- Focuses organizational efforts on mission related activities

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METL Task Development

- District level tasks which must be executed to accomplish District mission
- Derived from District Mission Statement & external directives
- METL applies to entire organization
- Resource availability does not affect METL development

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Collective Tasks

- Broad encompassing tasks
- Alignment coincides with functional mission areas (P&C, Acquisition, M&D and Appraisal)
- Supports and aligns with next higher level task from which derived
- Must be sufficiently flexible/broad to interface with individual District/Division METLs
- Consistency lays foundation for integration

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Individual Tasks

- Specific tasks required by position
- Training is linked at this level
- Coincides with position description
- Broad base of individual tasks can eliminate need for collective tasks at Section/Branch
- Regardless of mission (Civil Works vs Military, SFO, recruiting, O&M CG, GI etc) believe that RE community can develop and agree on a core group of individual tasks
- Develop “pick list” based on old CPM KSA’s

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Assessment

- Developed task list start at top and work down; tasks based on position description requirements not individual in the position
- Assess skill level start at the bottom and work up (individual tasks => organizational tasks) based on ability to perform mission
- Assessment based as objectively as possible – standards, guidelines and policy
- Provides unique training prescription for each employee
- Creates a baseline to track improvement

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Assessment

- Associate training with tasks (catalog/MTP)
- Prioritize training based on proficiency level
- Resource all affordable training
- Steps lead to development of ATMP & IDP's
- Indirectly leads to Registry of Skills
- Identifies gaps in existing skills; forecasts potential shortfalls in skills required for future
- Identifies SME's in functional areas
- Contributes to a regional workforce

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Assessment
Proficiency Discriminator
(U, P, T, *T)

- **Assess proficiency using U, P, T, *T:**
  - **U – Untrained, unable to effectively perform the task**
  - **P – Partially trained/minimally proficient; needs practice performing the task**
  - **T – Trained and reasonably proficient at performing the task**
  - ***T – Mastery; Subject Matter Expert (SME); highly proficient at performing the task (*T designation is used only in assessing skill level in technical tasks)**

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Assessment

Essential Task

Discriminator (C, I, B)

- **Assess task urgency/importance using C, I, B:**
  - **C – Critical/Essential Task; Knowledge/Skill/Ability in performing task is essential for employee to perform current job.**
  - **I – Important; Knowledge/Skill/Ability in performing task would help in performance of current job or future job, but is not required for current job.**
  - **B – Beneficial; Knowledge/Skill/Ability in performing task is nice to have but not required for employee performance in current job.**

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Assessment

Training Purpose Discriminator

(proposal to add R, S, E to IDP & ATMP)

- **Assess purpose of proposed training:**
  - **R – Training is required or mandatory**
  - **S – Training needed to sustain current performance level (changes in technology; maintenance of certification or license).**
  - **E – Training is needed to enhance or improve current performance level.**

- **The Training Purpose Discriminator should be used in connection with the ATMP and individual IDP.**

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MVP District METL

ID	DISTRICT METL	T/P/U
1	Execute Water and Environmental Resource Programs	T
2	Provide Technical Support for Others	T
3	Respond to Emergencies	T
4	Develop and Maintain Administrative Support Systems	P
5	Develop and Sustain a Quality Workforce	P
6	Satisfy the Customer	P
7	Be Healthy and Have Fun	P
8	Be Security Conscious	P

TRAINED - PARTIALLY TRAINED - UNTRAINED

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MVP-RE Collective Tasks

ID	RE COLLECTIVE TASKS	1	2	3	4	5	6	7	8	T/P/U
A	Plan Property Acquisition	√	√	√		√	√		√	T
B	Perform Property Acquisition Service	√	√	√		√	√		√	T
C	Manage and Dispose of Property	√	√			√	√		√	T
D	Provide Legal Advice on Property Matters	√	√	√		√	√		√	T
E	Provide Property Valuation Service	√	√	√		√	√			T
F	Perform Administrative Functions	√	√	√	√	√	√	√	√	T

TRAINED - PARTIALLY TRAINED - UNTRAINED

Technical Tasks for GS-1170 and GS-1171 and GS-905(RE)

		Employee METLs for (NAME)	T*/T/P/U	C/I/B	KSA link	Linkage with RE collective tasks						Master Training Plan Link
						A	B	C	D	E	F	
		Apply and Understand Basic RE Knowledge										
1		Apply Federal/State/Local realty laws and practices			1	X	X	X	X	X		19, 20
2		Prepare/review/negotiate RE Contracts/Conveyances			2, 3	X	X	X	X	X		3, 4, 5, 6, 40
3		Understand Land Title; apply curative procedures			4	X	X	X	X	X		11, 12, 20
4		Interpret legal descriptions/plats/technical drawings			5	X	X	X	X	X		7, 11
5		Understand/apply basic appraisal principles			6	X	X	X	X	X		1, 2
6		Understand /apply RE property interests and estates			7	X	X	X	X	X		11, 12
7		Apply Environmental principles (NEPA) to RE actions			9	X	X	X	X	X		22
8		Apply HTRW Environmental principles to RE (CERCLA)			9	X	X	X	X	X		22, 23, 35, 36
		Apply/Understand RE Acquisition principles				A	B	C	D	E	F	
9		Apply/explain Title III requirements of PL91-646			10, 13	X	X		X	X		3, 9
10		Apply/explain relocation benefits under Title II PL91-646			10, 14	X	X		X	X		3, 9
11		Prepare and negotiate facility relocations			10, 18	X	X		X	X		9, 11, 12
12		Prepare conveyance documents; close RE acquisition			2, 3, 10, 19	X	X		X	X		11, 12, 19, 20
13		Negotiate fee and easement acquisition			10, 11	X	X		X	X		3,11,12,40
14		Explain PCA Finance rules to Local Sponsor (LERRDs)			10, 17	X	X		X	X		3, 37, 38
15		Advise/assist local sponsor in RE acquisition			10, 17	X	X		X	X		3, 9, 11, 12, 19, 20, 40
16		Process condemnations; prepare DT's & assist DOJ			10, 16, 41	X	X		X	X		18, 28
17		Prepare/negotiate/review in-lease actions			8, 10, 15	X	X		X	X		16, 17, 24, 30, 31, 40
18		Process PCS claims			1, 10		X	X	X	X		3, 4, 19, 20
19		Acquire Public Domain lands through withdrawal (BLM)				X	X	X	X			
20		Acquire Tribal trust and allotment lands thru BIA				X	X		X	X		
21		Process HAP claims (acquisition & disposal)			8, 10, 20		X	X	X	X		3, 4, 19, 20
22		Obtain/maintain professional license/certification			1, 10, 21		X	X	X	X		license specific
		Apply/Understand Mgmt/Disposal Principles				A	B	C	D	E	F	
23		Prepare/review/manage Civil Works outgrants			21,23,25,28-30			X	X	X		4, 5, 40
24		Prepare/review/manage Military outgrants			21,23,25,28,29			X	X	X		4, 5, 40
25		Process disposal of lands and interests in lands			22, 24, 27			X	X	X		4, 6, 13
26		Conduct timber disposals			22, 24, 26, 28			X	X	X		4, 6
27		Perform disposal of buildings and structures			22, 24, 27			X	X	X		4, 6, 13
28		Dispose of other resources (minerals, water, hay)			22, 24, 28			X	X	X		4, 6, 13
29		Perform base closure (BRAC) disposals			22, 24, 27			X	X	X		4, 6, 13
30		Perform project utilization inspections and reports			21, 28, 29, 30			X	X	X		4, 13

Technical Tasks for GS-1170 and GS-1171 and GS-905(RE)

Employee METLs for (NAME)			T*/T/P/U	C/I/B	KSA link	Linkage with RE collective tasks						Master Training Plan Link
31		Perform outgrant & disposal compliance inspections			22, 24			X	X			4, 5, 6
32		Resolve tresspass/encroachment issues			23, 24			X	X	X		4, 5, 6
33		Prepare/manage concession/marina outgrants			23, 30			X	X	X		4, 5
34		Withdrawl/Review/Relinquishment Public Domain (BLM)						X	X			
Understand/apply RE valuation Theories						A	B	C	D	E	F	
35		Prepare/review residential appraisals			31, 32, 38	X	X	X	X	X		14, 15, 21, 23, 26, 27, 34, 35, 36, 52, 53
36		Prepare/review commercial & apartment appraisals			31, 32, 38	X	X	X	X	X		14, 15, 21, 23, 26, 27, 34, 35, 36, 52, 53
37		Prepare/review farm, ranch, orchard appraisals			31, 32, 37	X	X	X	X	X		47, 48, 49, 50
38		Prepare/review Industrial appraisals			31, 32, 36	X	X	X	X	X		29, 30, 31, 35, 36
39		Prepare/review timber appraisals			31, 32, 34	X	X	X	X	X		25, 51
40		Prepare/review natural resources valuations			31, 32, 33	X	X	X	X	X		51
41		Prepare/review mineral appraisals			31, 32, 33	X	X	X	X	X		51
42		Prepare/review lesser interest appraisals			31, 32, 35	X	X	X	X	X		25, 26, 27
43		Prepare/review Gross appraisals			31, 32, 39	X				X		25, 26, 27, 50, 51, 52
44		Maintain State appraisal certification			1, 31, 32, 40					X	X	21, 32, 33, 34, 52
45		Contract for Appraisal services			1, 31, 32, 40	X	X	X	X	X	X	40, 55, 56, 57
46		Testify in court as to value (defend appraisal products)			31, 41		X		X	X		18, 27, 28
Understand/apply RE Planning & Control						A	B	C	D	E	F	
47		Prepare/monitor RE budget			42, 43	X	X	X			X	7
48		Prepare/review planning documents for RE acquisition			10, 11, 42	X	X		X	X		1, 2, 3, 7
49		Prepare Real Estate audits			42, 44		X	X			X	7
50		Prepare maps and legal descriptions			5, 42, 45	X	X	X	X	X		11, 12
51		Perform mapping/cartography using CADD & GIS			5, 42, 45	X	X	X	X	X		3, 4, 7, 11, 12
52		Manage RE records			42, 46	X	X	X	X	X	X	3, 4, 7
53		Perform Real Property acountability & reconciliation			42, 47			X				7, 13, 19
54		Use REMIS and RFMIS			42, 48		X	X		X	X	7
55		Administer REMIS & RFMIS Systems			42, 48		X	X		X	X	7
56		Contract for other (non-appraisal) Realty Services			53, 54	X	X	X	X	X	X	40, 55, 56, 57

* indicates a drop down menu or picklist

LEGEND

SKILL LEVEL		TASK IMPORTANCE		TRAINING PURPOSE	
T*	Master(SME)	C	Critical	R	Required/Mandatory
T	Trained	I	Important	S	Sustainment
P	Partially Trained	B	Beneficial	E	Enhancement/ Improvement
U	Untrained				

US Army Corps of Engineers
St. Paul District

National METL Blueprint

CORPORATE COMPETENCIES (SOFT SKILLS)
SAW vs Non – SAW Positions

RM TECHNICAL TASKS

RE TECHNICAL TASKS

OC TECHNICAL TASKS

ED TECHNICAL TASKS

Overall Corporate Competencies

(All Employees)

		Employee METLs for (NAME)	T/P/U	C/I/B	KSA link	Linkage with RE collective tasks						Master Training Plan Link
		Provide Leadership				A	B	C	D	E	F	
1		Provide Leadership as a team member			7b - 7h						▯	10, 41
2		Provide Leadership as a Team Leader or PM			7b - 7h						▯	41, 58, 80
3		Provide Leadership as a Section Chief or Branch Chief			7a - 7h						▯	41, 42, 46, 67, 72, 73, 74, 75
4		Provide Leadership as a Division/Office Chief			7a - 7h						▯	59, 67, 72 - 79
		Supervise and Manage personnel				A	B	C	D	E	F	
5		Apply Federal Position Mgm't policy/procedures			49						▯	60, 64
6		Manage and Lead change			7b, 7d, 7g, 7h						▯	41, 59, 62 - 66, 69, 70
7		Counsel employees on performance (TAPES)			7d - 7f, 50						▯	60, 64
8		Assign/delegate work; monitor work of others			7a						▯	42, 62, 63, 64
9		Provide career counseling to subordinates			7a - 7h						▯	42, 60, 64
10		Provide EEO as a supervisor/manager			41, 43, 44, 45,51						▯	
		Provide organizational management				A	B	C	D	E	F	
11		Manage budget & fiscal resources			43, 52, 53						▯	42, 46
12		Manage time and schedule work activities			52						▯	42, 46
13		Manage comprehensive program			49 - 54						▯	54, 61
14		Understand COE relationship within DoD			54						▯	73, 77, 78
15		Solve problems/make decisions/manage risk			7b - 7d, 7g						▯	54
16		Apply Mgm't Controls & Resource Accountability			54						▯	42
17		Build coalitions: stakeholders/customers/congress			7c						▯	37, 41, 66, 72
18		Manage/resolve conflict			7c, 7d, 7e, 7g						▯	32, 41, 43
19		Plan tactically & strategically			7d, 7g						▯	66 - 70, 72 - 74, 76 - 79
		Promote Corporate Corps of Engineers Culture				A	B	C	D	E	F	
20		Apply/explain Environmental Opertaing Principles			52, 54						▯	
21		Apply principles of Corpspath			52, 54						▯	
22		Utilize CEFMS as a financial tool			40, 43, 48, 52						▯	
23		Promote PM Business process			* 37, 38, 52						▯	
24		Orient to agency goals and missions			52, 54						▯	

Overall Corporate Competencies

		Employee METLs for (NAME)	T/P/U	C/I/B	KSA link	Linkage with RE collective tasks						Master Training Plan Link
		Communicate effectively				A	B	C	D	E	F	
25		Explain & advise on technical matters			7c, 7e							
26		Brief Senior Leadership on technical matters			7b, 7c, 7e, 7f							39
27		Instruct/teach in formal classroom setting			7c, 7d, 7e, 7g							
28		Conduct townhall meetings with staff			7c, 7e, 7g							
29		Conduct public meetings; present agency position			7c, 7e, 7g							
30		Draft correspondence/letters for DE signature			7f							
31		Prepare project reports for HQ review/approval			7f							
32		Prepare intra-agency transmittal documents			7f							
33		Respond to media inquiries/perform media interviews			7c, 7e							
		Contribute to safe/healthy/ethical environ				A	B	C	D	E	F	
34		Perform work in an office setting			54							
35		Perform work in a field setting			54							
36		Operate a GOV or contract rental car			54							
37		Operate other equipment			* 54							
38		Be Security Conscious			54							
39		Respond to medical emergencies			54							
40		Conduct business in ethical manner			54							
41		Prevent sexual harrasment			45, 51							
42		Demonstrate Consideration of others			41, 43, 44, 51							
		Effectively use Info Technology/Automation				A	B	C	D	E	F	
43		Utilize IT resources as a basic desktop user			48							
44		Utilize IT resources as an advanced desktop user			48							
45		Perform role as Functional AIS coordinator			*48							
46		Perform role as a Functional System administrator			*48							
47		Utilize GIS as a basic desktop user			5, 44, 46, 48							
48		Utilize GIS as an advanced user			5, 44, 46, 48							

* indicates a drop down menu or picklist

LEGEND

SKILL LEVEL		TASK IMPORTANCE		TRAINING PURPOSE	
T	Trained	C	Critical	R	Required/Mandatory
P	Partially Trained	I	Important	S	Sustainment
U	Untrained	B	Beneficial	E	Enhancement/ Improvement

US Army Corps of Engineers
St. Paul District

Skills Assessment

- Provides unique individual training prescription for each employee
- Provides registry of skills, SME identifier
- Provides valuable tool to aid in forecasting skill imbalances and guide direction for succession planning
- Provides career management tool for employee and career counseling tool for supervisor
- Provides A-76 Functional Area Assessment foundation
- Forms basis for defining & assigning regional work

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St. Paul District

METL Linkage with Registry of Skills

- "The RoS is …created to support the Capable Workforce program, a USACE initiative to determine needed Corps skills and capabilities and future needs."
- "The RoS database … will contain information on the skills, abilities, education and training of USACE team members. …The RoS can be used for readily identifying gaps in expertise that need to be filled through education, training, mentoring or developmental assignments and for quickly identifying people with specific skills and abilities in times of need."
  - William A Brown SR., P.E.
  - Acting Deputy Commander for Military Programs, September 8, 2000

METL Integration with RE Training Education & Development System (RETEDS)

US Army Corps of Engineers
St. Paul District

- **RETEDS Objective: provide trained, highly qualified realty specialists & appraisers for future technical, managerial, leadership positions to meet current /future staffing needs.**
  - > **RE CPM: (1) Advise/coach/mentor; (2) Serve as counselor for supervisor; (3) Monitor intern/realty specialist/appraiser training; (4) Recommend performance/career progression.**
  - > **Supervisors: (1) Provide information to employees; (2) Provide training/development opportunities; (3) Help employees with IDPs & career development plan; (4) Consult w/ employee in review of training needs & performance; (5) Provide employee performance counseling & feedback**

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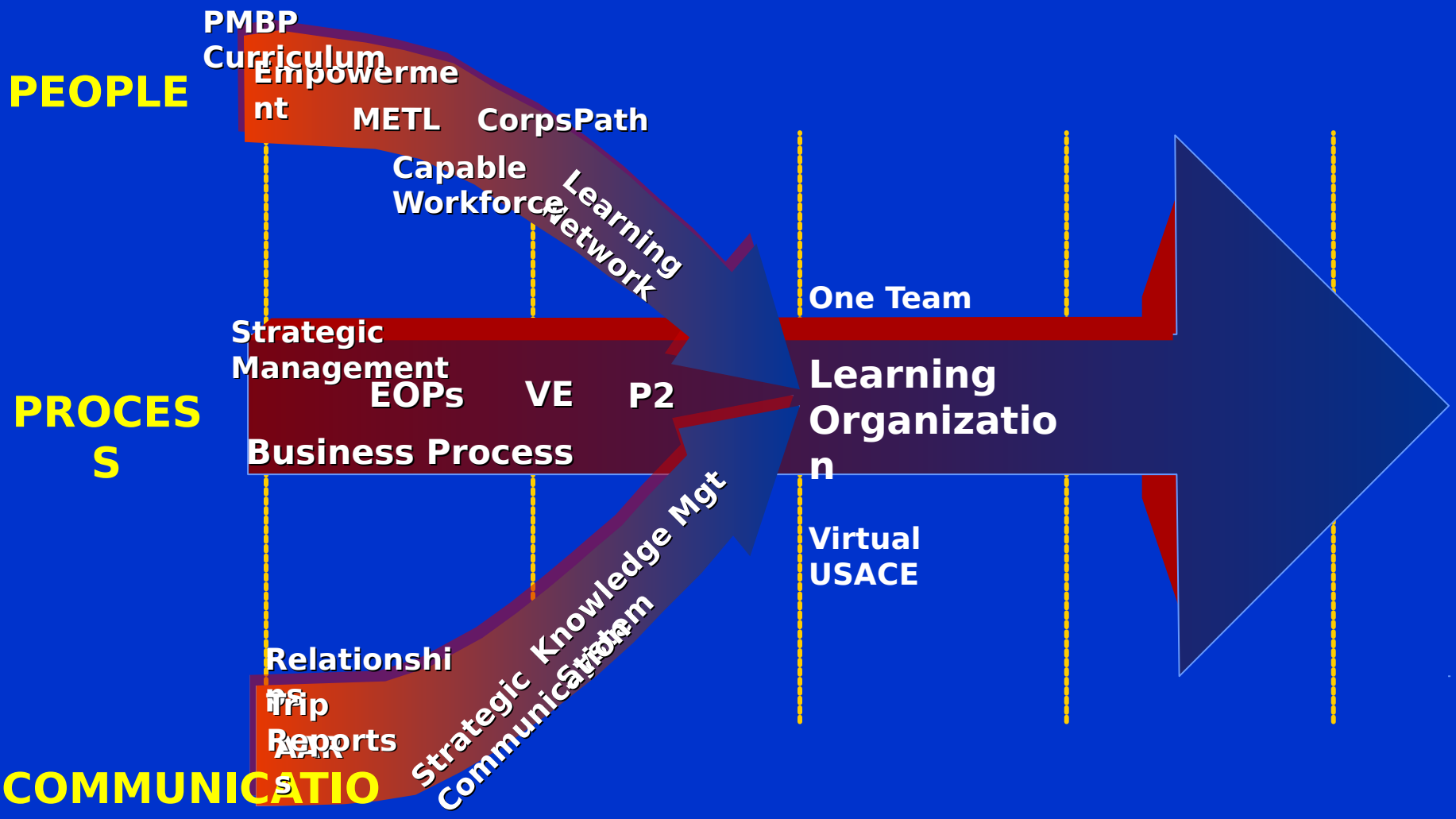
St. Paul District

METL Linkage with RE Master Training Plan

- **MTP definition of training categories:**
  - > **Priority I - vital training required to meet mandated certifications or for successful performance on the job (without the training can not successfully perform job)**
  - > **Priority II - important training should have for effective performance; affects quality of mission accomplishment**
  - > **Recommended – beneficial training for systematic replacement of skilled employees through career management or as means for performance enhancement**
  - > **Competitive Training – individuals with highest potential for advancement receive training; develop positions with greater responsibilities in career field**

USACE Transformation – The Big Picture

US Army Corps of Engineers



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Summary

- Integration/linkage is key; harness METL capabilities with other programs/initiatives to accomplish Regional Workload
- Develop standardized lists; get buy-in from entire RE community
- Uniformity and consistency allow broad use; individual tasks; collective tasks; definitions
- Utilize existing tools; old CPM KSA's form 4897-R to develop individual METL tasks
- Link to Career management for benefit of employee and manager

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Outcomes

- Agree on universal TASK list
- Agree on definitions
  - >Position CIB arguments
  - >Incorporating a SME identifier
  - >Training Discriminator RSE
- Update and link with RE Master Training List
- Develop Corporate Competencies SAW vs non-SAW

US Army Corps of Engineers
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METL Integration

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